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VALUES





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Values

- **Objective:**
 - **Understand the importance of “values” in teaming and public involvement and techniques for addressing them**



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Values

Are an enduring belief system that a particular end state of existence (like quality, wisdom, or freedom) and certain modes of conduct (like being courageous, ethical, or innovative) are viewed by an individual or group as more preferable than another.



Examples of Values

- **Economic development**
- **Personal freedom**
- **Protection of heritage/culture**
- **Natural resource stewardship**
- **Local/Regional/State/Federal/International control e.g. “Act locally, think globally”**



“Technical” Decision Characteristics

- **Replicable - in theory, two technical specialists should arrive at comparable answers**
- **Governed by professional standards**
- **Usually involve one value dimension**



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WHY INVOLVE THE PUBLIC IN “TECHNICAL DECISIONS?”

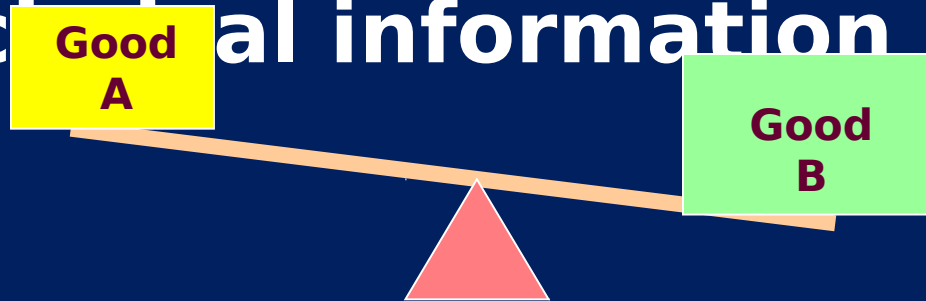




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Values Choices

- Most larger decisions made by agencies are not purely technical decisions, but **value choices** informed by technical information



- “**Values choices**” are when society chooses between two goods



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Policy Decisions and Politics

- **The public views values-driven decisions as political**
 - one value favored over another
 - different public segments get different benefits and costs



Former Dir.



Values

- **Why is it important to understand...**
 - **your personal values?**
 - **your teammates' values?**
 - **your organization's values**
 - **your partners' and stakeholders' values?**
- **And how might these values be similar or different?**



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Values

- **What can happen when you don't respect someone's values?**
- **How have you seen values impact...**
 - ... the teaming process?
 - ... the public involvement



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Values Choices and Public Participation

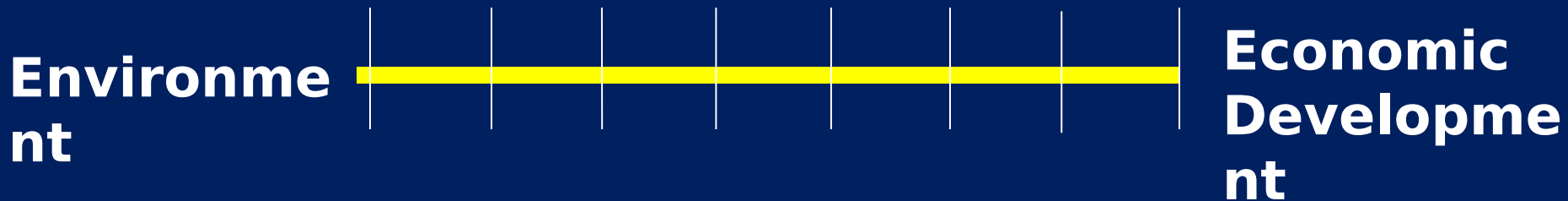
- **The public wants to be consulted on values choices**
- **Agencies still have to make the decisions, but these decisions are prime candidates for a participatory process**
- **The public can help inform trade-off decisions involving competing values**



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Balancing Values

- **Where do you stand?**

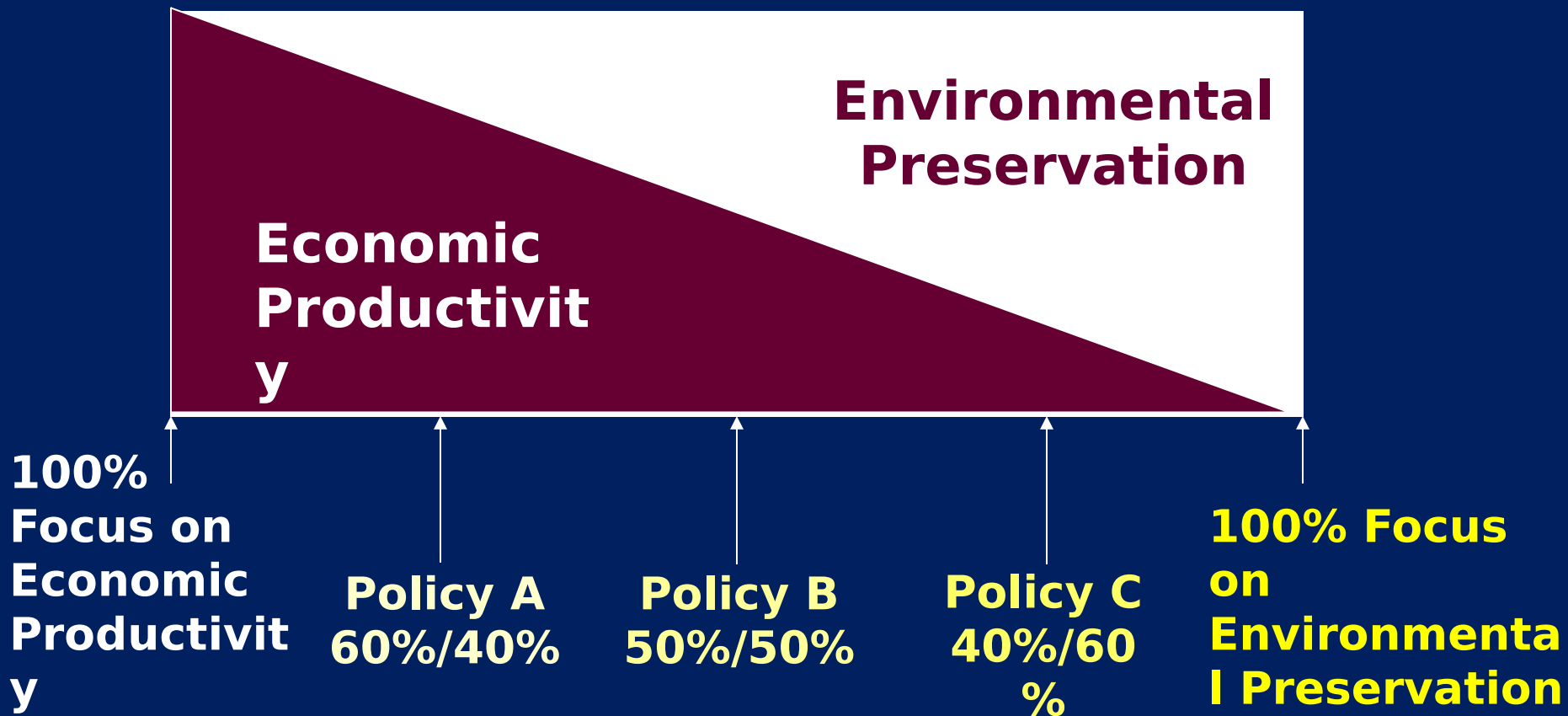


- **Where do your teammates stand?**
- **... your project partners...?**
- **... your stakeholders...?**



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Policy Issues Involve Balancing Values





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Water Resources Investments

- **Let us assume that there is an optimal water resources investment policy...**
 - **Invest too much and we are wasting money, destroying resources and altering the natural environment**
 - **Invest too little and we are missing opportunities for a better future**
- **This optimal policy is a political**



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Values and Group Dynamics

- If value differences are great, different sides can appear “over-emotional” or “irrational” to the others
- People of similar values and points of view will cluster together
- Agencies tend to develop



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Public Involvement and Risk Communication

**Empathetic Listening and Response
Techniques
for**

Low-Trust, High Concern Situations



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What You'll Learn Today

- **How to develop key messages**
- **Empathetic Response Model -
How to communicate in low-trust, high concern situations**
- **Preparation for Mock Public Meeting / Media Exercise**



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Communication Is A Contact Sport





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Let's get ready to rumble

- You have what it takes to win.
- Do you have what it takes to play?





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The Team



- **Planner/Project Manager is manager/quarterback**
- **PAO is coach**
- **PDT Technical experts members are offense / defense**
 - ID stakeholders
 - Provide history
 - Develop communications requirements
 - Budget**



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What does success look like?

- Everyone on team is a communicator—Corps, partners, stakeholders know each others position even when we disagree.
- People feel heard
- People hear you and trust that your mean what you say.
- Few surprises.
- Issues and interests dealt with at the table.
- Consistent information delivered through key messages



You



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Total Communication

“You Are the Message”

At the end of the day people remember

- **60% How** you looked
- **30% How** you stated your message
- **10% What** you said
- **100% of How** you made them feel



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Communication Rumba

- Step 1 – Identify issues that may impact the project
- Step 2 – Identify stakeholders and their interests
- Step 3 – Develop Key Messages
- Step 4 – Identify information strategy and budget
- Step 5 – Identify and implement media strategy
- Step 6 – Evaluate and Update





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Key Messages

It's not about spin or being unresponsive. It's about being prepared.



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"It's easier to stand in front of people if you have a credible message they care about and you believe in."



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Key Messages

- What do you want the audience to remember?
- What is the problem or issue?
- What is the Corps position?
- What is the status, progress, limitation, next step?
- What are the unique challenges, accomplishments, partnerships

Use messages that solicit feedback. "Tell us what you think."





Messages are measured by:

- **Trust and credibility of information sources**
- **The quality and clarity of the message design**
- **Effectiveness and efficiency of the delivery channel**
- **Involvement and acceptance of the target audience**



What is the message intent?

Use different messages for different purposes

- Raise awareness / get attention**
- Educate / inform**
- Solicit participation / ideas**
- Achieve consensus**
- Change behavior**
- Affect perceptions of risk**



What is the intent of this message?

“Chemical weapons stored in Alabama, Arkansas and Oregon can be safely incinerated as long as facility managers follow rigorous procedures, encourage a strong culture of safety among personnel, and learn from unanticipated incidents that occurred at the first two facilities designed to destroy chemical munitions.”

(National Academy of Sciences NRC, 2002)

Do you think it achieved its objective?



Effective Key Messages Are--

- **Memorable**
- **Short – 5 to 15 words**
- **Avoid negatives**
- **Address underlying concerns**
- **Understandable – 6th-8th grade level, no jargon, acronyms**
- **Give “bad news” first**
- **Sensitive to audience emotions, concerns, values**



Memorable Messages

- **Just do it.**
- **Read my lips. No new taxes.**
- **Can you hear me now?**
- **Ask not what your country can do for you...**
- **Fourscore and seven years ago...**
- **Click it or ticket.**
- **Remember, only YOU can prevent forest fires.**



Pretest Written Messages - Why?

- **Increase chance of success**
- **Assess comprehension**
- **Assess recall**
- **Identify strong points**
- **Identify weak points**
- **Test sensitive/controversial points**
- **Identify cultural impact**
- **Assess personal relevance**



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Empathetic Listening and Response

**Always helpful
Essential in Crisis**

*If this isn't your strength seek
out others who bring this to the
team.*



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Empathetic Communication Model

for

Low-Trust, High Concern Situations

1. Empathy

- **actively listen and acknowledge the concern / emotion**

2. Conclusion

- **Short key message that summarizes your point.**

3. Facts

- **Usually one or two that support the conclusion.**

4. Restate the conclusion verbatim.

5. Future action

- **What is next? Where to go for more information. When they will next hear from you.**
- **Include what, who, and WHEN - when is critical.**



Repetition

- **Repetition means retention**
 - **People forget--**
 - **40% heard within one-half hour**
 - **60% by the end of the day**
- **Repeat important messages consistently and often throughout the life of a study / project**



Message Development Worksheet

- **Empathy - actively listen and acknowledge the concern / emotion**
- **Conclusion - Key message up front**
- **Fact #1**
- **Fact #2**
- **Conclusion - Restate key message**
- **Future action**



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Express Empathy

- **Question:** *“How will you keep downtown working for years while the Seawall is reconstructed?”*
- **Response:** *“It’s a huge issue. I’m drive Highway 99 every day & I’m trying to imagine how we can make this work.”*

*People don’t care what you know
until they know that you care*



Conclusion

- *The inescapable fact is that the seawall is unstable and the economic and life safety consequences if it collapses are severe.*
- *This is our opportunity to work together for orderly change.*
- **Key Messages**
 - **Address the principle underlying the concern**
 - **Short and concise: 10 to 15 words**
 - **Positive words**
 - **Memorable**



Fact

- **Why do I say this?**
 - *I have many reasons for saying this. Let me share a few with you.*
- **Use a credible third party for support**
 - *Examples from engineering/science studies*
 - *Local college*
 - *Local professional society*
 - *Other respected, neutral party*
- **Use a personal story or analogy**
 - *Example of similar situation handled successfully*



Repeat Conclusion

“A safe Seawall is vital to life safety and the economic life blood of Seattle.”

“This is our opportunity to work together on an orderly approach to reconstruction.”

- **Summarize your answer**
 - ***Address the principle underlying the concern***
 - ***Be short and concise: 10 to 15 words***
 - ***Use only positive words***
 - ***Make it memorable***



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Future Action

- **Describe your commitment**
 - *The City has asked the Corps to conduct a Seawall Study to help determine the way ahead.*
 - *The Corps has begun a feasibility study to recommend alternatives. The study will determine 3 things—*
 - » *Whether the Seawall meets Federal criteria for storm damage reduction funds*
 - » *Which alternative will be recommended to Congress for consideration for Federal funds.*
 - » *How Federal money needs to be budgeted.*
 - *We'll be cooperating closely in all your efforts to find an orderly approach to reconstructing the seawalls.*
- **Tell people how they can get more information**
 - *Web site, Facebook, Twitter, toll-free number, phone numbers...*



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POP QUIZ

What people most remember after a public meeting is—

- a. if an Army Officer attended the meeting.**
- b. the proposal they liked the best.**
- c. how they felt.**
- d. what their favorite presenter said**



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POP QUIZ

**What people most remember
after a public meeting is—**

c. how they felt.



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Practice with your team

- **Practice delivering your Key Messages**
- **Role play Questions and Answers**
- **Evaluate—**
 - **Are you on message. If not, why?**
 - **Empathetic response to questions?**



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Group Exercise

Key Message Development

30 minutes

Message Mapping

- Develop 3 key messages with talking points
- Answer 2 tough questions you hope won't be asked

Goal: Help the team provide consistent, relevant information over the life of the project



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TOMORROW: MOCK PUBLIC MEETING

- 1. Based on stakeholders interests and the key messages you've developed**
 - Deliver key messages**
 - Use Empathetic Communication Model for difficult questions / issues**
- 2. Taped Interviews - Each Team**
- 3. Feedback**